

▶ Hampshire Memorial Hospital

2017 – 2019

# Implementation Strategy for the 2016 Community Health Needs Assessment

Serving Our Community by Improving Health



# Table of Contents

A Letter from the Hospital President .....	1
Getting to Know Valley Health and Hampshire Memorial Hospital .....	2
Introduction .....	4
2016 Community Health Needs Assessment Summary .....	5
Definition of the Community Served .....	5
Significant Health Needs Identified .....	7
Significant Health Needs the Hospital Will Address.....	8
Access to Primary and Specialty Health Care .....	8
Physical Activity, Nutrition, and Obesity-related Chronic Diseases .....	9
Financial Hardship and Basic Needs Insecurity .....	11
Substance Abuse and Tobacco Smoking .....	11
Needs the Hospital Will Not Address .....	13
Implementation Strategy Adoption .....	13



# A Letter from the Hospital President

On behalf of Hampshire Memorial Hospital and Valley Health System, I would like to thank you for your interest in our 2017-2019 implementation strategy for the 2016 Community Health Needs Assessment.

Hampshire Memorial Hospital has served residents in Romney, Hampshire County and the surrounding area as a non-profit community hospital since 1957. We're proud to serve the healthcare needs of our patients and the community as a whole. As part of the Valley Health team, we want to help the residents of our community stay healthy, prevent illness, learn about health issues, and feel their best.

Every three years, Hampshire Memorial Hospital conducts a Community Health Needs Assessment – a comprehensive study identifying the most pressing health needs in our community. We recognize that our community's health concerns are complex and will not be improved solely by the actions of Hampshire Memorial Hospital. This implementation strategy lays out the framework for how we will address identified health needs over the next three years in partnership with numerous other community agencies, joining together to make our community healthier.

Thank you again for your interest in our initiatives to address the community's identified health needs.

Sincerely,



Tom S. Kluge  
*President, Hampshire Memorial Hospital*



# KEY STATS at a Glance

Hampshire Memorial  
Hospital

Emergency Department  
Visits  
9,583

Inpatient Admissions  
466

Total Patients Served  
66,274

Financial Assistance &  
Means-Tested Programs  
\$1,977,644

Total Other Community  
Benefit  
\$34,245

# Getting to Know Valley Health and Hampshire Memorial Hospital

## Our Mission

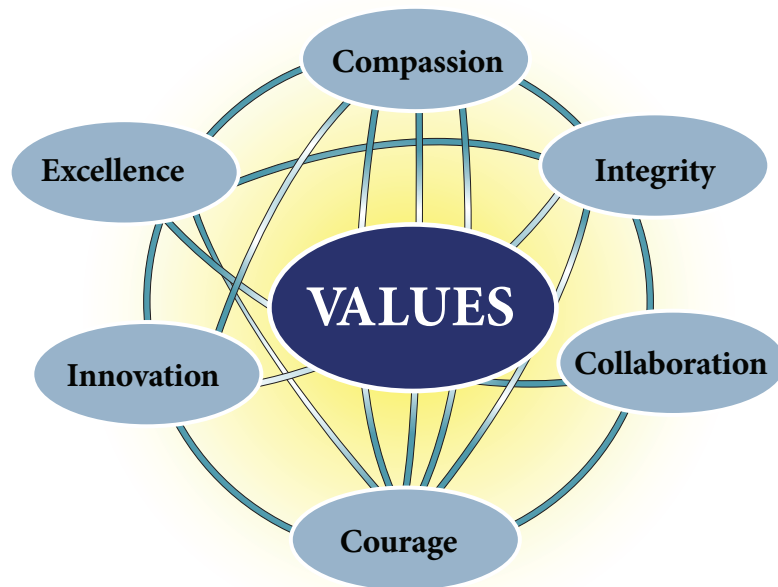
Serving Our Community by Improving Health.

## Our Vision

One System — One Purpose: Leading with Innovative Healthcare

Focusing on patients first, Valley Health will provide the communities we serve with quality health care that is easy to access, well-coordinated, and responsive to their needs. As valued leaders and partners, physicians will guide the health care team in achieving superior clinical outcomes. We will provide our employees with an environment that fosters professional growth, innovation, accountability and pride.

## Our Values



# About Hampshire Memorial Hospital

As a Valley Health facility, Hampshire Memorial Hospital (HMH) shares the mission of “Serving Our Community by Improving Health.” Hampshire Memorial Hospital is a 44-bed, designated Critical Access Hospital located in Romney, West Virginia. HMH was founded in 1957, and in 2008 became the first hospital in West Virginia to join Valley Health. A replacement facility opened on a new site in June 2011. It provides inpatient acute and rehabilitation care, a long-term care nursing facility, diabetes management, radiology/imaging, rehabilitation services, respiratory therapy, wellness and fitness services, and has an emergency department and sleep lab. The hospital reported 466 inpatient discharges and 9,583 emergency department visits in 2015.

Valley Health is a nonprofit organization serving the healthcare needs of people in and around a thirteen county area in Virginia and West Virginia, and the City of Winchester, VA. It operates six hospitals: Winchester Medical Center in Winchester, VA; Warren Memorial Hospital in Front Royal, VA; Shenandoah Memorial Hospital in Woodstock, VA; Page Memorial Hospital in Luray, VA; Hampshire Memorial Hospital in Romney, WV; and War Memorial Hospital in Berkeley Springs, WV. Other Valley Health services include Valley Medical Transport, Valley Pharmacy, Valley Health Urgent Care with centers in Winchester and Front Royal in VA, and Martinsburg in WV, and Valley Health Quick Care in Strasburg, VA.

Valley Health has a combined 604 licensed inpatient beds and 166 long-term care beds system-wide, and is supported by more than 6,200 employees and a medical staff of over 500. The system had 30,153 total discharges and 149,162 emergency room visits in 2015. Total outpatient encounters numbered approximately 849,383.



# Introduction

This implementation strategy describes how Hampshire Memorial Hospital plans to address significant community health needs in 2017 through 2019. These needs were identified in the 2016 Community Health Needs Assessment (CHNA) published and made widely available to the public on November 15, 2016.

The 2016 CHNA and this implementation strategy were undertaken to identify and address significant community health needs in furtherance of Valley Health's mission, and in accordance with proposed Internal Revenue Service (IRS) regulations pursuant to the Patient Protection and Affordable Care Act of 2010.

This implementation strategy outlines the significant community health needs described in the CHNA that Hampshire Memorial Hospital plans to address in whole or in part. The hospital may amend this implementation strategy as circumstances warrant. For example, certain needs may become more pronounced and merit enhancements to the described strategic initiatives. Alternately, other organizations in the community may decide to address certain community health needs included here. This plan and its strategies may be refocused to account for such changes in the community landscape.

Hampshire Memorial Hospital plays a critical role in providing health care services and community benefit throughout its service area, which consists of Hampshire, Hardy, Mineral and Morgan Counties in West Virginia. While the work described in the implementation strategy focuses on addressing significant health needs identified in the CHNA, other essential health programs also will continue. For more information on Hampshire Memorial Hospital's additional programs and services, please visit [www.valleyhealthlink.com/hampshire](http://www.valleyhealthlink.com/hampshire).



# 2016 Community Health Needs Assessment Summary

Hampshire Memorial Hospital's 2016 Community Health Needs Assessment was conducted between January and August 2016 by collecting and analyzing information from multiple sources. Data on health status, health care access, and related subjects were analyzed. Input from persons representing the broad interests of the community was collected through: 18 group interviews with 80 key informants in March 2016; a community health survey with 1,990 respondents; and four community response sessions with 39 additional community stakeholders in May 2016 where preliminary findings were discussed. Interviews and community response sessions included: individuals with special knowledge of, or expertise in, public health; local and state health agencies with current data or information about the health needs of the community; and leaders, representing medically underserved, low-income, and minority populations, and populations with chronic disease needs. Feedback from community response session participants helped validate findings and prioritize identified health needs.

Valley Health's internal project team included Mark H. Merrill, president and CEO, Valley Health System; Tom Kluge, president of Hampshire Memorial Hospital and War Memorial Hospital; Carol Koenecke-Grant, vice president of Strategic Services; Chris Rucker, vice president of Community Health and Wellness and president of Valley Regional Enterprises; Kathleen Devlin Culver, manager, Corporate Communications; Michael Wade, program manager, Marketing and Communications; and Mary Zufall, coordinator, Community Health.

The Valley Health System Community Health Needs Assessment (CHNA) Steering Committee was developed to provide insight regarding the needs of the communities participating in the 2016 CHNA. The Steering Committee guides the process to ensure alignment with organizational mission and vision and support of legislative mandates regarding CHNA reporting. Members of the committee make sure those components of the CHNA are being adequately compiled and addressed, and that the project is completed with prioritized health needs.

## Definition of the Community Served

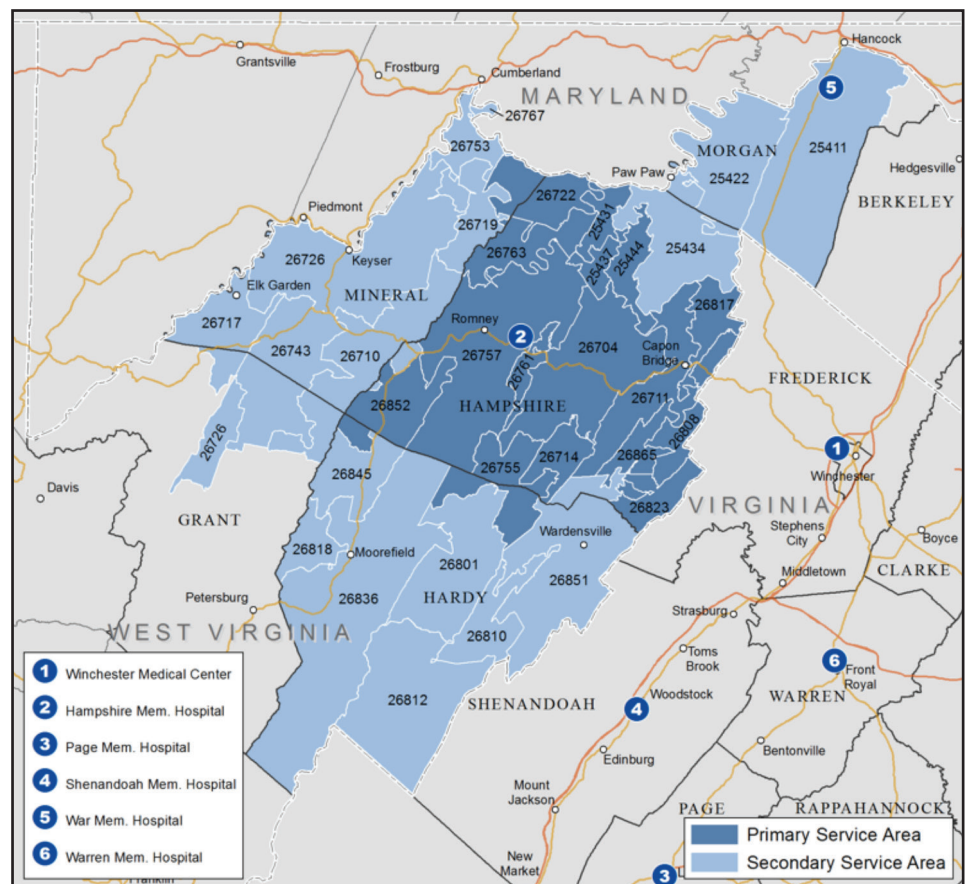
Hampshire Memorial Hospital's community consists of four counties (35 ZIP codes) in West Virginia. The hospital's primary service area is Hampshire County. Hardy, Mineral, and Morgan Counties comprise the secondary service area.

In 2015, this community included an estimated 82,916 persons. The community collectively accounted for 95.3 percent of the hospital's inpatients and emergency department discharges. The majority (85.1 percent) of the hospital's inpatients originated from the primary service area. Approximately 84.0 percent of emergency department visits originated from Hampshire County.

## Highlights of community characteristics include:

- Overall, the population in the HMH community is expected to decline by 1.1 percent between 2015 and 2020. West Virginia's population is expected to decline by 0.9 percent between 2015 and 2020. Ninety-six percent of residents were white, but the community is gradually diversifying.
- Hardy and Morgan counties are expected to grow faster than the HMH community as a whole (approximately 0.3 and 0.2 percent respectively), while Hampshire and Mineral Counties are projected to experience population declines.
- Hampshire and Mineral counties reported poverty rates higher than the West Virginia average. The poverty rates for Hampshire and Mineral counties, and for West Virginia as a whole, were higher than the U.S. average (15.6 percent).
- The highest proportions of households with incomes under \$25,000 in 2014 were located in Hampshire, Hardy and Mineral counties.
- Morgan County reported the highest unemployment rate (14.1 percent) of the HMH community's counties.

### Exhibit 1: Hampshire Memorial Hospital Community



Source: Northern Shenandoah Valley Regional Commission

# Significant Health Needs Identified

The 2016 CHNA identified a number of significant health needs in the community. Those needs are listed and summarized below in rank order. A complete description of these health needs and how they were identified — including the community input taken into account, the data analyzed, and the prioritization methods used — can be found in the 2016 CHNA report available at [www.valleyhealthlink.com/CHNA](http://www.valleyhealthlink.com/CHNA).

## **1. Physical Activity, Nutrition, and Obesity-related Chronic Diseases:**

Physical Activity, Nutrition, and Obesity-related Chronic Diseases: A lack of physical activity and poor nutrition are contributing factors to being overweight and obesity, and to a wide range of health problems and chronic diseases among all age groups; the co-occurring health problems/diseases include high cholesterol, hypertension, diabetes, heart disease, stroke, some cancers, and more. Nationally, the increase in both the prevalence of overweight and obesity, and associated chronic diseases is well-documented, and has negative consequences for individuals and society. Low-income and poverty often contributes to poor nutrition and hunger.

**2. Access to Primary and Specialty Health Care:** Access to primary and preventive health care services through a doctor's office, clinic or other appropriate provider is an important element of a community's health care system, and is vital to the health of the community's residents. The ability to access care is influenced by many factors, including insurance coverage and the ability to afford services, the availability and location of health care providers, understanding where to find services when needed, and reliable personal or public transportation.

**3. Financial Hardship and Basic Needs Insecurity:** Income levels, employment and economic self-sufficiency correlate with the prevalence of a range of health problems and factors contributing to poor health. People with lower income or who are unemployed/underemployed are less likely to have health insurance and are less able to afford out of pocket health care expenses. Lower income is associated with increased difficulties securing reliable transportation, which impacts access to medical care, and the ability to purchase an adequate quantity of healthy food on a regular basis. For these and other reasons, the assessment identified financial hardship and basic needs insecurity as a priority health need in the community.

**4. Mental and Behavioral Health:** Mental and behavioral health includes both mental health conditions (e.g., depression, autism, bi-polar) and behavioral problems (e.g., bullying, suicidal behavior). Poor mental and behavioral health causes suffering for both those afflicted and the people around them. It can negatively impact children's ability to learn in school, and adults' ability to be productive in the workplace and provide a stable and nurturing environment for their families. Poor mental or behavioral health frequently contributes to or exacerbates problems with physical health and illness.

**5. Substance Abuse and Tobacco Smoking:** Substance abuse includes the use of: illicit substances (e.g., cocaine, heroin, methamphetamine, and marijuana); misuse of legal over-the-counter and prescription medications; and abuse of alcohol. Substance abuse affects not only substance abusers, but those around them; negatively impacting health, safety and risky behaviors, including violence and crime, adult productivity, students' ability to learn, and families' ability to function. Tobacco smoking is well-documented to be a risk factor for various forms of cancer, heart disease and other ailments, and to pose health risks for those exposed to secondhand smoke.

**6. Maternal and Child Health (Teen Pregnancy):** Maternal and child health indicators, including teen pregnancy and infant mortality, should be considered when evaluating the health of a community. The rate of teen pregnancy is an important health statistic in any community for reasons that include: concerns for the health and the mother and child, the financial and emotional ability of the mother to care for the child, and the ability of the mother to complete her secondary education and earn a living. Teen pregnancy also stresses the educational system and the families of teen mothers. Infant mortality can be a sign of deficits in access to care, health education, personal resources, and the physical environment.

---

## Significant Health Needs the Hospital Will Address

The implementation strategy describes how Hampshire Memorial Hospital plans to address significant health needs identified in the 2016 Community Health Needs Assessment. HMH, in conjunction with the other Valley Health hospitals, has created issue-specific work groups that assist in carrying out many of the initiatives described below. For each significant health need that the hospital plans to address, the strategy describes:

- Actions the hospital intends to take, including programs and resources it plans to commit;
- Anticipated impacts of these actions and a plan to evaluate those impacts; and
- Planned collaboration between the hospital and other organizations.

### Access to Primary and Specialty Health Care

The hospital intends to address access to primary and specialty health care by taking the following actions:

- a. Provide financial assistance through both free and discounted health care services, consistent with Valley Health's financial assistance policy. This policy is intended in part to reduce financial considerations as a barrier to primary and preventative care, thereby managing health in the most cost effective manner.
- b. Assist patients in determining eligibility for federal, state, or local entitlement programs and in enrolling in the appropriate programs, including actual completion of necessary paperwork on-line.
- c. Provide information on the locations of and the eligibility requirements for follow-up health services to vulnerable populations receiving health screenings via the mobile Health Coach. The Mobile Health Coach is a medium to provide screenings and follow-up referral to the community free of charge. Examples of screenings include blood pressure checks and cholesterol screenings.
- d. Subsidize efforts to recruit additional healthcare providers (Internal Medicine and Family Practice) in identified health professional shortage areas (HPSAs).

- e. Enhance cardiology services by expanding physician capabilities to four days per month. Enhance cardiology services at the hospital to include cardiac nuclear medicine and cardiac rehabilitation.
- f. Provide financial and in-kind support of training programs for physical therapy, occupational therapy, physician assistant, nurse practitioner nursing, and certified nursing assistants to attract and retain healthcare professionals in these key disciplines.

**Anticipated Impact and Plan to Evaluate:**

Through implementing the above strategies, Hampshire Memorial Hospital anticipates the following impacts:

- Increased access to care through recruitment of healthcare providers.
- Expanded cardiology services with increased physician specialties and diagnostic capabilities.
- Improved care coordination among, and referrals to, appropriate care providers, and the provision of financial assistance to eligible hospital patients.

The hospital will monitor program performance annually, including the actions taken, the number of people reached, and program outcome data where available.

**Planned Collaboration:**

In addressing access to primary and specialty health care, Hampshire Memorial Hospital plans to collaborate with:

- Hampshire, Hardy, Grant and Mineral County Health Departments
- Hampshire, Hardy, Grant and Mineral County Work Group
- Hampshire Memorial Multi-specialty Clinic
- United Way of Hampshire County

## Physical Activity, Nutrition, and Obesity-related Chronic Diseases

The hospital intends to address physical activity, nutrition, and obesity-related chronic diseases by taking the following actions:

- a. Enhance awareness of and education related to obesity and youth risk behaviors using the 9-5-2-1-0 initiative, which encourages healthy choices related to sleep, consumption of fruits and vegetables, recreational screen time, physical activity, and sodas and sugary drinks. 9-5-2-1-0 materials and publications will be utilized in preschool and elementary schools, promoted to WIC program participants, and distributed by the Health Coach mobile unit at health fairs and other community events.
- b. Continue deploying Valley Health’s Mobile Health Coach in the community as a medium to provide screenings and follow-up referral to the community free of charge. Examples of screenings include blood pressure checks and cholesterol screenings. Health Coach brings services to Hampshire County approximately eight times a year.
- c. Continue to provide free cholesterol screenings at community events throughout the year.
- d. Hampshire Wellness & Fitness center will continue to provide Next Steps medically integrated fitness program for individuals with chronic disease with an accompanying referral from their physician.
- fe. Host the Hampshire County Diabetes Coalition monthly support groups at the

Hampshire Wellness Center and provide blood test screenings for community residents at Hampshire Memorial Hospital through the part-time diabetes educators, and education.

- f. Host a two day summer camp for children with diabetes to provide education on proper nutrition, exercise, and medication use. Sponsored by Hampshire Memorial Hospital in collaboration with the Hampshire County Diabetes Coalition. The hospital supports the camp by providing two dietitians. A nurse from the diabetes management program at HMMH will attend the camp, as well.
- g. Participate in community events such as the Hampshire County Fair, providing education and screenings to promote awareness and detection of cardiovascular disease. Valley Health's Heart Attack Risk Program will be offered at multiple locations throughout the service area during the year.
- h. Sponsor the Hampshire County Health Fair in collaboration with Augusta Ruritans.
- i. Host community mammogram screenings, such as "Monday Night Mammograms," along with other Valley Health hospitals at a discounted rate to promote screenings for low income and underinsured women.
- j. Provide advocacy and education regarding living wills and advance directives to community residents during National Health Care Decisions Week.

#### **Anticipated Impact and Plan to Evaluate:**

Through implementing the above strategies, Hampshire Memorial Hospital anticipates the following impacts:

- Increased knowledge of, and participation in, preventive health screenings and activities.
- Increased knowledge contributing to improved health behaviors among youth.

The hospital will monitor program performance annually, including the actions taken, the number of people reached, and program outcome data where available.

#### **Planned Collaboration:**

In addressing physical activity, nutrition, and obesity-related chronic diseases, Hampshire Memorial Hospital plans to collaborate with:

- American Cancer Society
- American Heart Association
- American Diabetes Association
- Hampshire County Diabetes Coalition
- Hampshire County Health Department
- Hampshire Wellness & Fitness
- Valley Health Mobile Health Coach
- West Virginia Diabetes Coalition

## Financial Hardship and Basic Needs Insecurity

Issues of financial hardship and basic needs insecurity extend far beyond what any single organization can significantly impact. As a critical access hospital, Hampshire Memorial Hospital is not ideally suited to be the lead organization in addressing all financial hardship and basic needs insecurity issues identified in the community. The hospital intends to address those needs it can impact by taking the following actions:

- a. Provide healthy snacks and meals to assist local schools with the Weekend Backpack Program, which sends food home on weekends with elementary-aged children who receive Title 1 funding. Backpacks usually include snacks as well as full meals for the family.
- b. Provide support to area United Way programs addressing financial insecurity through their partnerships with local non-profit organizations.

### **Anticipated Impact and Plan to Evaluate:**

Through implementing the above strategies, Hampshire Memorial Hospital anticipates the following impacts:

- Improved access to healthy foods for community residents who are experiencing financial hardship, including children.

The hospital will track the numbers of snacks and meals provided, and the number of people reached, as a result of its activities.

### **Planned Collaboration:**

In addressing access to primary and specialty health care, Hampshire Memorial Hospital plans to collaborate with:

- Hampshire County Health Department
- Hampshire County Public Schools
- Local businesses
- Mineral County Health Department
- United Way of Hampshire County

## Substance Abuse and Tobacco Smoking

The hospital intends to address substance abuse and tobacco smoking by taking the following actions:

- a. Implement scholarships at Hampshire Wellness & Fitness for patients with substance abuse diagnoses and accompanying referrals from their physician recommending exercise, based on a program currently in place at Winchester Medical Center.
- b. Provide education to each patient upon discharge through the Tobacco Cessation Program.
- c. Participate in the Great American Smoke Out and promote the event within the community to encourage smokers to use the date to make a plan to quit. By quitting, even for one day, smokers will be taking an important step towards a healthier life reducing cancer risks.

d. Implement the Emergency Department Information Exchange (EDIE) in the hospital Emergency Department.

**Anticipated Impact and Plan to Evaluate:**

Through implementing the above strategies, Hampshire Memorial Hospital anticipates the following impacts:

- Increased awareness of substance abuse and its prevention and treatment among community physicians.
- More people will be knowledgeable about, and aware of, the risks and consequences of tobacco smoking, and have tools to avoid or stop use and abuse.

The hospital will monitor program performance annually, including the actions taken, the number of people reached, and program outcome data where available.

**Planned Collaboration:**

In addressing substance abuse and tobacco smoking, Hampshire Memorial Hospital anticipates collaborating with:

- American Cancer Society
- Hampshire Wellness & Fitness



## Needs the Hospital Will Not Address

No hospital can address all of the health needs present in its community. Hampshire Memorial Hospital is committed to serving the community by adhering to its mission, using its skills and capabilities, and remaining a strong organization so that it can continue to provide a range of important health care services and community benefits. This implementation strategy does not include specific plans to address the mental and behavioral health, substance abuse, and teen pregnancy health needs that were identified in the 2016 Community Health Needs Assessment. As a critical access hospital, Hampshire Memorial Hospital is not ideally suited to be the lead organization in addressing these needs. The hospital does not have services or specific expertise in these areas and is directing its limited resources to other identified significant community health needs.

## Implementation Strategy Adoption

This implementation strategy was adopted by the Valley Health Board of Trustees with representation from Hampshire County on January 10, 2017.



363 Sunrise Blvd., Romney, WV 26757  
[valleyhealthlink.com/hampshire](http://valleyhealthlink.com/hampshire)